

# MEMORANDUM

**TO:** Chief Alan G. Rodbell  
**FROM:** Planning, Research & Accreditation Division  
**DATE:** October 20, 2004  
**SUBJECT:** 1st Quarter Report (July-Sept) - 2004/05 Strategic Plan

Below is a summary of the progress and current status of Strategies that were active during the 1st Quarter of FY 2004/05. This period covers activity beginning July 1, 2004 through September 30, 2004.

## EXECUTIVE SUMMARY

<b>Strategies Active Q1:</b>	<b>31</b>	<b>Strategies Completed Q1:</b>	<b>1</b>
Began 1 <sup>st</sup> Quarter (Jul-Sep):	9	Began 1 <sup>st</sup> Quarter (Jul-Sep):	0
Continuing from FY2003/04	22	Continuing from FY2003/04	1

  

Strategies On-Schedule:	31	100.0%
Strategies Not On-Schedule:	0	0.0%
<b>Total:</b>	<b>31</b>	<b>100.0%</b>

## KEY ACCOMPLISHMENTS

### 1.0 Reduce Crime – Deputy Chief John Cocca

- Completed and distributed the Teen/Parent Resource Booklet to Scottsdale Unified School District, and posted the Booklet to the Police Department Internet site for public download (1.1.1).
- LINKS Collaborative collected baseline juvenile delinquency statistics as part of the process for evaluating the pilot program of the “Lion’s Quest” curriculum (1.1.1).

### 2.0 Organizational Excellence – Deputy Chief Raymond Schultz, Cmdr. Dave Marshall, & Cmdr. Bill Wilton

- Identified support personnel staffing needs for the Department and began development of a complete three-year support personnel staffing hiring plan. Year one of the plan is under review with paperwork for budget submittal to be completed by October 30, 2004 (2.3.1).
- Distributed a “Service Standards” electronic survey to Department employees and conducted a review of results for impact on employee development training (2.2.2).
- Prepared a draft manual of the new recommended General Orders format, which is pending review by Top Staff (2.3.4).
- Created a revised Policy Development process flowchart with detailed process descriptions for use by the General Order system redesign committee to streamline the process (2.3.4).
- Completed and published the 2003/04 Annual Performance Report on the Strategic Plan (2.3.6).
- Selected the “Leadership Through People Skills” curriculum by Psychological Associates for department-wide Supervisory and Management training (2.1.3).
- Identified career mobility tracks within the Administrative Services Bureau and established Key Result Areas (KRAs) for each track (2.2.1).
- Northwestern University representatives conducted an on-site presentation of the deployment study “interim report” results (2.3.3).

### **3.0 Strengthened Relationships – *Cmdr. Barry Vassall, Cmdr. Mike Rosenberger & Cmdr. Sean Duggan***

- Identified Department designees to supply meeting information to the Meeting Administrator as part of the technology solution proposed by the “Communications Process” Strategy committee (3.2.1).
- Identified a substantial list of potential charitable organizations, and developed a database to capture and track relevant information and Department involvement with the organizations (3.3.3).
- Initiated work on a "Virtual Police Museum" in partnership with Information Systems web staff (3.3.1).
- Distributed final Police Commemorative Badges to employees (3.3.1).
- Initiated ancillary project of approved western hats to continue promoting SPD heritage and build enthusiasm the future Police Museum (3.3.1).
- Incorporated historical photographs into the SPD 2005 calendar and into each edition of the Police Line newsletter (3.3.1).
- Completed draft General Order and Manual revisions related to the Explorer Program (3.3.2).
- Sgt. Taylor assumed responsibilities as the Co-Lead Advisor of the Explorer Program, and Officer Glenn assumed responsibilities as an Advisor (3.3.2).
- Implemented Firearms Training, Driver Training, and a Bike Patrol Program for members of the Explorer Program (3.3.2).
- Implemented a Communications training program for Explorers in Dispatch (3.3.2).
- Explorer Post sponsored a fundraising golf tournament at the Star Fire Country Club and began a solicitation drive to raise funds for attending the 2005 National Conference (3.3.2).
- Explorer Post assisted at Public Safety Day and performed a High Risk Stop demonstration for the public, receiving a commendation from Lt. Popp.

### **4.0 Strengthened Homeland Defense – *Cmdr. Burl Haenel***

- Developed Sole Source request and Council Action for approval of Hirsch manufactured products as Sole Source product in a City-wide bid for access control systems and upgrades (4.1.1).
- Completed bid specifications for System Integrator to perform City-wide installations and maintenance for Hirsch access control equipment, CCTV equipment, and related digital video recorders and communications equipment (4.1.1).
- Evaluated Integrator proposals and awarded contract (4.1.1).
- Begin upgrade of existing Hirsch systems at One Civic Center and City Hall facilities, and conversion of existing readers to scramble/prox (4.1.1).
- Installed additional access controls at City mailroom/graphics building to secure mail screening x-ray, and conversion of existing system to Velocity platform (4.1.1).
- Completed a Request for Proposal for Security Guard services, reviewed and scored submitted proposals, and posted intent to award contract (4.1.1).
- Completed Request for Bid for personal protective equipment (PPE) suits and put out to vendors (4.2.2).
- Completed training of Grenadiers on Porta Count machine (4.2.2).
- Initiated and completed Department wide respirator (mask) testing, bringing the Department in line with OSHA requirements (4.2.2).

### **5.0 Advanced Technology Solutions – *Director Helen Gandara-Zavala***

- Conducted the project kick-off meeting and CAD and I/Leads Core Team meetings as part of implementation of the new Police Suite with RMS, CAD, Jail Management, Field Reporting and Message Switch (5.1.1).
- Began software loads and training according to schedule as part of implementation of the new Police Suite with RMS, CAD, Jail Management, Field Reporting and Message Switch (5.1.1).
- Submitted budget requests for AVL, Imaging and In-Field Citation technology (5.3.1).
- Began evaluation of a new Internal Affairs software application (5.3.1).
- Prepared CIP requests for consideration of 802.11 technology and improved bandwidth to remote Police facilities (5.3.1).
- Hired and began training a new Police Systems Integrator (5.3.2).
- Developed recommendations for improvements to Department web to be presented to the Police Web Committee in November 2004 (5.3.4).

- Developed a new Internet page for Alarm Permits (5.3.4).
- Began development of a new Photo Radar web application (5.3.4).
- Communications engineer developed a new Communications plan and radio template (5.2.2).
- Repaired XTS 500 radios, which are now ready for redeployment; field training to commence after redeployment completed (5.2.2).

## **6.0 Enhanced Facilities – Cmdr. Burl Haenel**

- Conducted several meetings with the architect assigned to the “Mounted Barn Replacement” Strategy, and are moving toward completion of architect renderings and mechanical drawings (6.1.7).
- Identified options for Downtown District Facility and identified temporary workspace for current manpower (6.1.1).
- Completed a feasibility study for the location of the new Police/Fire Headquarters (6.1.4).
- Delivered site plans to the City of Tempe for consideration for the new Police/Fire Training Facility (6.1.5).
- Participated in the screening and selection process for Library Security Monitor positions (6.2.1).
- Awarded contract for District 3 Locker and Parking facility expansion (6.2.2).

## **STRATEGIES WITH ALL TASKS COMPLETED**

Sponsors reported the following Strategies “Completed” this Quarter:

### **ALL TASKS COMPLETED**

#### **Strategy:**

5.3.1 “Establish Process for the Annual Review of Strategic & Operational Technology Initiatives as Part of the Budget Process”.

#### **Sponsor:**

Dir. Helen Gandara-Zavala

#### **Comments:**

Budget requests for AVL, Imaging, in-field citations, and improved bandwidth to remote police facilities have been submitted for prioritization. A contract has been signed for a new integrated system and implementation of police systems is underway. Other key projects in the process include a new Internal Affairs system, a bar-code system, a new crime lab management information system. Information Systems is submitting CIPs for consideration for 802.11 technology.

#### **Measures of Success:**

Technology requests are submitted and reviewed by TSD staff; Requests are integrated into Police budget process; Requests lead to sufficient technology resources to support “must have” strategic plan initiatives; Request lead to acquisition of new technologies/systems that serve as a valuable force multiplier for the Department.

#### **Start Date:**

Oct. 2003

#### **End Date:**

Sept. 2004

#### **Duration:**

11 months

#### **Status:**

Ahead of Schedule

#### **Strategy Leaders:**

Dir. Joe Hindman

#### **Team Members:**

Mike Morrison, Paul Hruby, Joan Scott, Steve Cohen, Gail Denney, Kevin Hansen

## ADJUSTMENTS TO THE STRATEGIC PLAN

1. Combined the 3 related Deployment Study Strategies (1.2.1, 2.3.3, 2.3.5) into 1 Strategy under 2.3.3. "Develop Sworn & Civilian Staffing Allocation Model to Address Span of Control & Workload Issues" (Mgr. Paul Bentley, Deputy Chief John Cocca, Cmdr. Dave Marshall, 7/2004).
2. Changed the Strategy Title for 2.3.2 from "Increase Percentage of Multi-Lingual Employees Hired" to "Increase Percentage of Spanish Speaking Employees Through Hiring & Training" (Mgr. Glen Olson, Cmdr. Dave Marshall, 7/2004).
3. Combined the 4 related Police Technology Strategies (5.1.1, 5.1.2, 5.1.4, 5.1.6) into 1 Strategy under 5.1.1 & change the Strategy Title from "Complete Procurement for an Integrated Suite of Police Applications" to "Implement New Integrated Suite of Police Applications to Include RMS, CAD, Jail Management, Field Reporting & Message Switch" (Dir. Gandara-Zavala, 7/2004).
4. Combined the 2 related active Police Operational Support Facility Strategies (6.1.3, 6.1.8) into 1 Strategy under 6.1.8 & changed the Strategy Title from "Construct Police Operational Support Facility" to "Design & Construct Police Operational Support Facility for Crime Lab & Property/Evidence". Move 6.1.8 from FY05/06 to FY04/05 (Cmdr. Burl Haenel, 7/2004).
5. Combined the 4 related District 4 Facility Strategies (6.1.2, 6.1.4, 6.1.12, 6.1.14) into 1 Strategy under 6.1.2 & changed the Strategy Title from "Implement Planning Phase for Land Acquisition & Construction of District 4 Facility" to "Plan, Design & Construct District 4 Facility" (Cmdr. Burl Haenel, 7/2004).
6. Combined the 3 related District 1 Facility Strategies (6.1.5, 6.1.9, 6.1.13) into 1 Strategy under 6.1.5 & changed the Strategy Title from "Implement Design Phase for Construction of District 1 Facility for Patrol, Bike, Traffic & HEAT Units" to "Plan, Design & Construct District 1 Facility" (Cmdr. Burl Haenel, 7/2004).
7. Combined the 2 related Police/Fire Training Center Strategies (6.1.6, 6.1.10) into 1 Strategy under 6.1.6 & changed the Strategy Title from "Implement Design Phase for Construction of Police/Fire Training Center" to "Plan, Design & Construct Police/Fire Training Center" (Cmdr. Burl Haenel, 7/2004).
8. Combined the 3 related District 3 Parking & Locker Strategies (6.2.2, 6.2.7, 6.2.9) into 1 Strategy under 6.2.2 & changed the Strategy Title from "Prepare & Submit City Capital Improvement Project Request for Expansion of District 3 Lockers" to "Expand District 3 Covered Parking & Locker Facilities" (Cmdr. Burl Haenel, 7/2004).
9. Combined the 4 related District 2 Remodel Strategies (6.2.4, 6.2.5, 6.2.6, 6.2.8) into 1 Strategy under 6.2.4 & changed Strategy Title from "Implement Planning Phase for Remodel of District 2 Communications Center" to "Remodel District 2 Communications Center & Basement Floor" (Cmdr. Burl Haenel, 7/2004).
10. Combined Strategy 6.1.11 "Construct Jail Facility" & Strategy 6.2.1 "Consolidate Jail Facilities" into a single Strategy under 6.2.1 (Cmdr. Burl Haenel, 9/2004).